

# Brent David Ruben, Ph.D.

Distinguished Professor Emeritus  
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Wiki: [https://en.wikipedia.org/wiki/Brent\\_David\\_Ruben](https://en.wikipedia.org/wiki/Brent_David_Ruben)  
Google Scholar: <https://scholar.google.com/citations?user=8PDU3Y4AAAAJ&hl=en>

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**Education** Ph.D., University of Iowa, 1970, Communication  
M.A., University of Iowa, 1968, Mass Communication  
B.A., University of Iowa, 1966, Psychology, Advertising

## Administrative Positions

- 2002-25 Member, Rutgers University Administrative Council
- 2020-25 Special Advisor for Strategy and Planning,  
Office of the Executive Vice President for University Academic Affairs,  
Rutgers University
- 1993-2020 Founder and Executive Director,  
Center for Organizational Leadership, Rutgers University  
  
Founded in 1993, OL provided university-wide leadership development programs and advisory services in the areas of leadership, communication, and organizational competencies, planning, assessment, change, culture, and crisis.
- 2013-23 Rutgers Liaison and Faculty Member, Leadership Programs  
Big 10 Academic Alliance
- 1984-93 Director, Ph.D. Program, School of Communication and Information,  
Rutgers University
- 1980-84 Chairman, Department of Communication, Rutgers University

## Academic Positions

- 2026- Distinguished Professor Emeritus of Communication  
Department of Communication, School of Communication and Information  
Rutgers University
- 1987-2025 Distinguished Professor, Department of Communication,  
School of Communication and Information, Rutgers University
- 2018-25 Faculty Affiliate, Rutgers Global Health Institute
- 2014-25 Distinguished Professor, Ph.D. Program in Higher Education  
Graduate School of Education
- 2013-25 Adjunct Professor, Department of Family Medicine and Community Health,  
Robert Wood Johnson School of Medicine, Rutgers University
- 2009-25 Adjunct Professor, Graduate School of Education, Rutgers University
- 2004-05 Visiting Researcher, Wisconsin Center for the Advancement of Postsecondary  
Education, University of Wisconsin-Madison
- 1997-2025 Distinguished Adjunct Professor, Graduate School of Applied and Professional  
Psychology, Rutgers University,
- 1986-2025 Faculty Affiliate, Institute for Health, Rutgers University
- 1987-90 Fellow, Douglass College, Rutgers University
- 1982-90 Fellow, Rutgers College, Rutgers University
- 1980-87 Professor of Communication, Rutgers University
- 1976-80 Assistant Chairperson, Department of Communication, Rutgers University
- 1987-90 Fellow, Douglass College, Rutgers University
- 1982-90 Fellow, Rutgers College, Rutgers University
- 1980-87 Professor of Communication, Rutgers University
- 1976-80 Assistant Chairperson, Department of Communication, Rutgers University
- 1974-80 Associate Professor of Communication, Rutgers University
- 1971-74 Assistant Professor of Communication, Rutgers University
- 1970-71 Assistant Professor of Mass Communication, University of Iowa
- 1968-70 Instructor of Mass Communication, University of Iowa

## Awards and Honors

- 2025 Chancellor's Strategic Leadership Partnership Award, Rutgers Health, Rutgers University
- 2024 Global Health Champion Award, Institute for Global Health, Rutgers University
- 2019 Dean's Citation Award, Rutgers School of Health Professions, RBHS/Rutgers Health
- 2018 Inaugural Recipient, National Leadership Excellence in Education Award, The Malcolm Baldrige Foundation
- 2018 Sue DeWine Distinguished Scholarly Book Award, National Communication Association (NCA), Applied Communication Division, recognizing *A Guide for Leaders in Higher Education: Core Concepts, Competencies, and Tools*, Stylus, 2017
- 2012 National Leveraging Excellence Award. Network for Change and Continuous Innovation in Higher Education (NCCI)
- 2011 Faculty Excellence Award, Rutgers University Division of Athletics
- 2006 Brent D. Ruben Award, Network for Change and Continuous Innovation in Higher Education (NCCI) Award. First recipient of annual award created in my name to recognize distinguished contributors to higher education.
- 2004 Gerald Phillips Award for Distinguished Applied Scholarship, National Communication Association
- 2003 Professional Development and Scholarship Award, National Association of College and University Business Officers
- 2000 Daniel Gorenstein Memorial Award for Outstanding Scholarly Achievement and Professional Contributions, Rutgers University
- 2000 Higher Education Quality Pioneer Award-USA, International Quality Awards Committee
- 2005 Distinguished Research Award, School of Communication and Information, Rutgers University
- 2003 Distinguished Service Award, School of Communication and Information, Rutgers University
- 1993 Distinguished Teaching Award, School of Communication and Information, Rutgers University
- 1984 Distinguished Service Award, National Coalition of Digestive Disease Organizations

## Special Appointments

- 2022 Fellow, U.S. Army Research Institute for the Behavioral and Social Sciences. Leader Competencies for Complexity and Uncertainty Project, Consortium Research Fellows Program, Department of the Army.
- 2018-20 Director, Leadership Development Program, Botswana-Rutgers Collaborative Partnership
- 2013-19 Rutgers Liaison, Big Ten Academic Alliance, Department Executive Officers (DEO)
- 2013-19 Rutgers Liaison, Big Ten Academic Alliance, Academic Leadership Program (ALP)
- 2015 Faculty, Rutgers Washington Mandela Washington Fellowship Program, Center for Global Advancement and International Affairs, Rutgers University
- 2010 Accreditation Evaluation Team—Binghamton University, Middle States Council on Higher Education Accreditation
- 2007 Accreditation Evaluation Team—University of Maryland—College Park, Middle States Council on Higher Education Accreditation
- 2007 Member/Negotiator, United States Department of Education, Higher Education Accreditation Rule-Making Advisory Group
- 2005 Accreditation Evaluation Team—Pennsylvania State University, Middle States Council on Higher Education Accreditation
- 2004 Accreditation Evaluation Team— State University of New York, Stony Brook Middle States Council on Higher Education Accreditation
- 2003-12 Faculty, Center for Management Development, Rutgers University
- 1997-2002 Faculty, Rutgers Herbert Humphrey Scholars Program
- 1999-2001 Founding Member and President, Network for Change and Continuous Innovation in Higher Education (NCCI)
- 1999-2001 Member, Implementation Task Force, W. K. Kellogg Commission on the Future of State Universities and Land Grant Colleges and Universities
- 1998-2000 Project Director, Kellogg Foundation Leadership for Institutional Change Initiative-Rutgers
- 1998-2000 Member, Governing Board, Quality Education New Jersey
- 1994-95 Appointed Member, National Pilot Advisory Team, Malcolm Baldrige National Quality Awards, Education and Healthcare Sector, Department of Commerce, National Institute of Science and Technology
- 1994-95 Examiner, Malcolm Baldrige National Quality Awards, Department of Commerce, National Institute of Science and Technology
- 1996-97 Judge, Quality New Jersey, Organizational Quality Awards Program
- 1995-96 Chair, National Higher Education Quality Council, The Conference Board

- 1992-94 Program Advisor, Fox Chase Cancer Center, Cheltenham, PA
- 1992 Distinguished Program Review Consultants Panel, National Communication Association
- 1983-84 Chairman, Steering Committee, National Digestive Disease Education Program, National Institutes of Health
- 1982-84 U.S. Department of Health and Human Services, National Digestive Diseases Advisory Board; Member, Research Task Force on Perceptions of Digestive Diseases
- 1980-81 Special Adviser, Canadian Royal Commission on Conditions of Foreign Service, Canadian International Development Agency
- 1973-75 Member, Human Relations Commission, Franklin (New Jersey) Township,

### **Funded Research, Training and Development Grants**

- Director, Organizational Evaluation, Rutgers Suicide Prevention and Research Center Proposal (SPARC), National Institutes of Health P50 Proposal, 2022-2023
- Director, Leadership Development Program, Botswana-Rutgers Partnership, 2018-21
- Planning and Facilitation, Johnson & Johnson International Conference on Public/Private Partnerships to Enhance and Improve Health Systems, 2015
- Director, Leadership Development Program, Botswana-Rutgers Collaborative Partnership, 2018-20
- Senior Consultant, Lumina Foundation/National Association of College and University Business Officers, Challenge 2010, Malcolm Baldrige Higher Education Project, 2009-12
- Project Director, Spellings Commission on the Future of Higher Education in the United States: A Case Study, Sponsored by the National Association of College and University Business Officers, 2007
- Project Director, Rutgers-Johnson & Johnson, Organizational Assessment and Improvement Partnership and Graduate Assistantships, \$750,000, 1993-2006
- Project Director, Leaders of Tomorrow Program, AT&T Foundation, \$40,000, 2001-02
- Project Director, Rutgers-Johnson & Johnson Knowledge Networking Group, \$150,000, 2001-04
- Project Director, Rutgers-AT&T organizational excellence partnership, \$500,000, 1993-2001
- Rutgers Project Director, Mid-Atlantic Regional Academic Leadership Development Institute Kellogg Foundation \$300,000, 2000-03
- Project Director, Leadership Development, AT&T Foundation, \$40,000, 2000-01
- Principal Investigator, Skills and Competencies Needed by College Graduates in the Workplace. The Conference Board, \$1,000, 1997-98
- Co-Principal Investigator, Organizational Best Practices Dissemination and Utilization. AT&T, \$10,000, 1997-98

Co-Principal Investigator, Extending the Domain of Teaching Effectiveness Assessment, Office of Undergraduate Education, Rutgers University, \$4,800, 1997-98

Senior Consultant, New Jersey Collegiate Consortium for Health in Education, Centers for Disease Control, Rutgers University, \$500,000, 1991-93

Project Co-Director, National Survey of Public Perceptions of Digestive Health and Disease. National Digestive Diseases Advisory Board and Louis Harris and Associates, \$60,000, 1982-84

Senior Consultant, Fund for the Improvement of Post-Secondary Education (FIPSE) Grant, U.S. Department of Education, \$150,000, 1984-86

Project Co-Director, Title IV Institute on Educational Problems of School Desegregation, U.S. Office of Education, \$100,000, 1969-70

Project Co-Director, National Association of Broadcasters Research Grant, \$1,000, 1970

### **Selected Editorial Positions**

Reviewer, *Chronicle of Leadership and Management*, 2023-

Reviewer, *Higher Education Quarterly*, 2018-

Editorial Advisory Board, *Leadership & Organization Development Journal*, 2006-

Editorial Board, *International Journal of Game-Based Learning*, 2010-22

Associate Editor, *Encyclopedia of Communication and Information*, Vols. I-III, Macmillan, 2002

Consulting Editor, *A Culture for Academic Quality*. ERIC-ASHE Volume 25, No. 1, 1997

Consulting Editor, *International Journal of Intercultural Relations*, 1983-90

Reviewer, *Simulation and Games*, 1999-

Reviewer, *Journal of the American Society for Information Science*, 1987-99

Editor, *Information and Behavior*, Vols. 1-6, 1983-96

Reviewer, *Critical Studies in Mass Communication*, 1992

Editorial Board, *Communication Quarterly*, 1979-90

Reviewer, *Human Communication Research*, 1989-93

Editorial Board, *Society*, 1983-86

Founder and First Editor, *Communication Yearbook*, 1975-78; Contributing Editor, 1978-80

Reviewer, *Behavioral Science*, 1974-77

Series Editor, Hayden Communication and Human Behavior Series, 1978-79

*Human Communication Theory: The History of a Paradigm*. N. Harper, 1979

*Intercultural Communication*. L. E. Sarbaugh, 1979

## Higher Education, Healthcare, Corporate, Government Consultation/Engagement (Selected)

### Higher Education

- American University
- Arizona State University
- Armstrong Atlantic State University
- Auburn University
- Carleton University
- Catholic University of Chile, Santiago, Chile
- College of the North Atlantic-Qatar (Doha, Qatar)
- Cornell University
- Howard University
- Indiana University
- Indiana University-Purdue University Indianapolis
- Kent State University
- Mansfield University
- Marist College
- Massachusetts Institute of Technology
- Miami University
- Nazareth College
- Ohio State University
- Ohio University
- Pennsylvania State University
- Princeton University
- Raritan Valley Community College
- Rice University
- Sheffield Hallam University (Sheffield, England)
- State University of New York at Binghamton
- State University of New York at Buffalo
- Texas State University
- University of Alabama
- University of California-Berkeley
- University of Business & Technology (Jeddah, Saudi Arabia)
- University of Cincinnati
- University of Florida
- University of Illinois
- University of Iowa
- University of Kentucky
- University of Maryland
- University of Minnesota System
- University of North Carolina-Chapel Hill
- University of Pennsylvania
- University of San Diego
- University of South Florida
- University of Toledo

- University of Ulster (Belfast, Northern Ireland)
- University of Wisconsin-Madison
- West Virginia University Medical School
- Wayne State University
- Yale University

### **Higher Education Associations**

- American Council on Education (ACE)
- American Association for Higher Education (AAHE)
- Association of College and University Accreditors (ACUA)
- Association of College and University Housing Officers-International (ACUHO)
- Association of Presbyterian Colleges & Universities
- Council on Social Work Education
- Eastern Association of College and University Business Officers
- Lincoln Center Institute
- Middle States Accrediting Commission (MSCHE)
- National Association of College and University Business Officers (NACUBO)
- The Conference Board

### **Medicine and Healthcare**

- Cathedral Health Care Systems, Newark, NJ
- Columbia-FreeState Health System, Timonium, MD
- Dartmouth University-Hitchcock Medical Center
- Mathew Thornton Health Plan, Nashua, NH
- GlaxoWellcome Pharmaceuticals
- Johnson & Johnson, New Brunswick, International, Hospital Services, Live for Life Institute, Quality Institute
- Merck Sharp & Dohme
- Health Science Liaison Program
- Managed Health Care Division
- Morristown Memorial Hospital, Morristown, NJ
- Humana Health Care Plans, Humana Hospital-Sunrise/Las Vegas, Humana Hospital/San Antonio
- Robert Wood Johnson Medical School, New Brunswick
- Rutgers Health (Rutgers Biomedical Health Sciences)
- Sanas/New York Life Health Care Systems, Houston, Dallas/Ft. Worth
- College of the North Atlantic-Qatar, College of Health Professions
- West Virginia University Medical School
- Yale University Health Service

### **Business**

- AT&T, Faculty Member, School of Business, Somerset, NJ; International Learning Division,
- Bell Canada, International Training Division, Toronto, Ontario
- Bell Atlantic
- Ford Motor Company, University of Texas Partnership, Howard University Partnership, Wayne

- State University Partnership
- K. Hovnanian Enterprises
- New Jersey Bell, Quality of Work Life Program, Trenton, NJ, Operator Services, Newark, NJ
- Nuventive LLC
- The Cedar/Hunter Group
- The *New York Times*, New York, NY

## **Government**

- Republic of Botswana, Cabinet and Ministers, University of Botswana Medical School
- Canadian International Development Agency, Ottawa, Ontario, Cross Cultural Briefing Centre
- State of New Jersey, Departments of Transportation, Environmental Protection, Personnel, and Office of Quality

## **Professional Memberships and Offices**

- International Leadership Association
- Network for Change and Continuous Innovation in Higher Education (NCCI)  
President, 1999-2001; Member of Board, 2002-09
- International Communication Association
- National Communication Association
- Higher Education Quality Council, Conference Board, Chair, 1995-96
- Academic Quality Consortium, American Association for Higher Education
- Quality New Jersey  
Advisory Board, 1997-99
- Quality Education New Jersey  
Board of Governors, 2001-03
- American Society for Quality
- Eastern Communication Association
- American Society for Information Science
- Society for Intercultural Training, Education, and Research
- United States Representative; Publications Committee
- Society for General Systems Research  
Vice-Chairperson, Northeast Division
- Kappa Tau Alpha
- Alpha Kappa Psi

## **University and Chancellor-Level Internal Leadership/Service**

- President's Administrative Council, 1996-2025
- Member, School of Communication and Information Dean's Search Committee, 2025
- Rutgers Health/RBHS, Strategic Planning Coordinating Committee, 2019-2024
- Children's Health Institute, Strategic Planning Coordinating Committee, 2024-25
- Rutgers Health/RBHS, Rutgers Medical Schools-Rutgers Health-RWJBarnabas, 2023-25  
Lead Team, Strategic Planning Committee  
Advisor, Medical School Merger (RSOM) Merger Deans and Executive Committee, 2023-25

Coordinator, Rutgers Health/RBHS, Senior Leadership Retreat, 2017-23  
 RBHS Research Deans, Strategic Planning Coordinating Committee, (2019, 2022)

RBHS, Staff Professional Development Program Faculty 2022- E  
 RBHS, Senior Leadership Retreat Program Design and Delivery, 2017-20  
 Rutgers-New Brunswick, Chancellor's and Provost's Faculty Excellence Awards Committee, 2020  
 RBHS, Rutgers Medical Schools-Rutgers Health-RWJBarnabas Health Planning and Retreat  
 RBHS, Institute for Health, Strategic Planning, 2018-20, 2023-2024  
 RBHS, Rutgers Global Health Institute, Strategic Planning, 2018-19, 2023-2025  
 Ernest Mario, School of Pharmacy, Strategic Planning Coordinating Committee, 2015-16, 2022  
 School of Health Professions, Consultant to Dean and Executive Team, 2018-20  
 Rutgers Leadership Academy, Director, 2017- 20  
 Rutgers Health/RBHS, Academic Leadership Program, Director, 2017-20  
 Office of Research and Economic Development, Strategic Planning and Assessment, 2014-15  
 Rutgers Global, Strategic Planning, 2019-20  
 Member, Executive Council for Assessment, 2007-20  
 Member, Chancellor and Provosts Excellence Awards Committee, 2020  
 Member, Steering Committee, Rutgers Middle States Accreditation Team, 2015-18  
 Member, Executive Committee, Higher Education Ph.D. Program, 2014-  
 Member, Dean's Search Committee, School of Communication and Information, 2014-15  
 Special Advisor to Chancellor-NB on Campus Strategic Planning, 2013-15  
 Member, NB Strategic Planning Committee, 2013-14  
 Member, Steering Committee, Rutgers Middle States Accreditation Team, 2010-12  
 Chair, Search Committee, University Vice President for Faculty and Staff Resources (UHR), 2008-09  
 Member, Retired Faculty and Staff Advisory Council, 2012-20  
 Member, University Institutional Research Survey Advisory Committee, 2009-15  
 University Relations Internal Communication Advisory Committee, 2009-11  
 Advisory Council, Graduate School of Education, Student Life Graduate Program 2008-10  
 Member, Steering Committee, Rutgers Middle States Accreditation Team, 2006-08  
 Administrative Leadership Team, University Human Resources, 2004-2010  
 Member, School of Arts and Sciences Ad Hoc Core Curriculum Planning Committee, 2007-08  
 Member, Search Committee for Assessment, School of Arts and Sciences, Associate Dean, 2007-08  
 Member, Rutgers Day President's Advisory Committee, 2007-08  
 Member, NB Core Curriculum Planning Committee, 2006  
 Member, University Constituency Research Project, 2004-05  
 Member, University Communication Advisory Council, 2003-06  
 Member, NB Fraternity/Sorority Task Force, 2001-03

Middle States Periodic Review Report Oversight Committee, 2002-03  
Member, Facilities Master Planning Committee, 2001-03  
Member, University Space Committee, 2001-03  
Member, University Faculty and Staff Welcome Program Planning Committee, 2001-02  
Member, Board of Governor's Capital Campaign Communication Task Force, 2000-03  
Member, Advisory Committee to the 2000 Hall of Distinguished Alumni Award, 2000-01  
Member, University Compensation Advisory Committee, 1998-2000  
Member, Year of Technology Committee, 1998-99  
Co-Chair, Middle States Accreditation Self-Study Committee/Rutgers Quality Initiative, 1996-97  
Member, Dean's Search Committee, School of Communication, Information, and Library Studies, 1982, 1997, 2007, 2014  
Member, Information Systems Strategic Planning Committee, 1995-96  
Member, Faculty Council, Committee on University Administrative Review, 1995-96  
Member, Cook College Dean Search Committee, 1995-96

#### **Department/School of Communication and Information Leadership/Service (Selected)**

Chair or Member, Personnel Committee, 1971-2025  
Chair or Member, Search Committee, 1971-2015, 2019-2022  
Member, Strategic Planning Committee, 2013-14  
Chair, Faculty Council, 2012-13  
Coordinator, Organizational, Leadership, and Policy Studies, 2010-2015  
Chairs and Directors Council, 2003-2008  
Chair or Member, Appointments and Promotions Committee, 1983-2014  
Member, Technology Policy Committee, 2002-2003  
Director, Ph.D. Program, School of Communication, Information, and Library Studies, 1984-93

## Publications

In the following five sections, publications are organized by subdisciplinary categories. The final two sections cut across subdisciplinary areas.

1. Higher Education and Organizational Studies
2. Communication/Information Systems
3. Medical/Health Communication
4. Intercultural Communication
5. Experiential Learning Theory and Practice

- Book Reviews and Essays
- Conference Papers and Presentations

### 1. Higher Education Leadership and Organizational Studies

#### Books

Ruben, B. D., De Lisi, R., Gigliotti, R. A., and Goldthwaite, C. (2027, in prep). *A guide for leaders in higher education: Concepts, competencies, and tools, third edition*, Stylus/Routledge.

Ruben, B. D., (2024). *What leaders need to know and do: A guide to becoming a better leader. Second edition*. Kendall Hunt.

Ruben, B. D., (2022). *Implementing sustainable change in higher education; Principles and practices of collaborative leadership*. Stylus/Taylor& Francis/Routledge

Ruben, B. D., De Lisi, R., & Gigliotti, R. A. (2021). *A guide for leaders in higher education: Core concepts, competencies, and tools, second edition*, Stylus/Routledge.

Ruben, B., & Gigliotti, R. (2019). *Leadership, communication, and social influence: A theory of resonance, activation, and cultivation*. Emerald.

Ruben, B. D., De Lisi, R., & Gigliotti, R. A. (2017). *A guide for leaders in higher education: Core concepts, competencies, and tools*. Stylus./Routledge

Gigliotti, R. A., Goldthwaite, C., & Ruben, B. D. (2017). *Leadership: Communication and social influence in personal and professional contexts*. Kendall Hunt.

Ruben, B.D. (2016). *The excellence in higher education guide: A framework for the design, assessment, and continuous improvement of institutions, departments, and program, eighth edition*, Stylus/Routledge.

Ruben, B. (2015). *Excellence in higher education guide: An integrated approach to assessment, planning and improvement in colleges and universities*. Wuhan University Press,  
Translation/adaptation 版.布兰特•罗本,  
卓越高等教育指南:大学评测、规划和改进整合方法 武汉大学出版社 中国武汉

Ruben, B.D. (2015). *What leaders need to know and do: A leadership competencies scorecard*.  
Wuhan University Press. Translation/adaptation. 版.布兰特•罗本,卓越高等教育指南:  
大学评测、规划和改进整合方法, 武汉大学出版社, 中国武汉,

- Tromp, S.A. & Ruben, B.D., (2015). *Strategic planning in higher education: A leader's guide*. Wuhan University Press, Translation/adaptation. 谢里·邓普, 布兰特·罗本, 高等教育战略规划领导者手册(第二版), 版), 武汉大学出版社, 中国武汉,
- Ruben, B.D. (2010). *Excellence in higher education guide: An integrated approach to assessment, planning and improvement in colleges and universities*. National Association of College and University Business Officers.
- Tromp, S., & Ruben, B. D. (2010). *Strategic planning in higher education guide for leaders, second edition*. National Association of College and University Business Officers.
- Nolfi, T. & Ruben, B.D. (2010). *Assessing and improving student organizations: Resources for facilitators CD-ROM. The assessing and improving student organizations (AISO) program*. Stylus/Routledge.
- Nolfi, T. & Ruben, B.D. (2010). *Assessing and improving student organizations: A guide for students. The assessing and improving student organizations (AISO) program*. Stylus/Routledge.
- Ruben, B. D., Lewis, L., Sandmeyer, L., Russ, T., Smulowitz, S., & Immordino, K. (2008). *Assessing the impact of the Spellings Commission: The message, the messenger, and the dynamics of change in higher education*. National Association of College and University Business Officers. Also available: <https://www.yumpu.com/en/document/read/48778440/assessing-the-impact-of-the-spellings-commission-nacubo>
- Ruben, B.D. (2007). *Excellence in higher education guide: An integrated approach to assessment, planning and improvement in colleges and universities*. National Association of College and University Business Officers.
- Ruben, B. D. (2006). *What leaders need to know and do: A leadership competencies scorecard*. National Association of College and University Business Officers.
- Ruben, B. D. (2005). *Excellence in higher education: An integrative approach to assessment, planning and improvement in colleges and universities*. National Association of College and University Business Officers.
- Ruben, B. D. (2004). *Pursuing excellence in higher education: Eight fundamental principles*. Jossey-Bass.
- Tromp, S., & Ruben, B. D. (2004). *Strategic planning in higher education: A leader's guide*. National Association of College and University Business Officers.
- Ruben, B. D. (2003). *Excellence in higher education 2003-2004: A Baldrige-based guide to organizational assessment, improvement, and leadership*. National Association of College and University Business Officers.
- Ruben, B. D. (2001). *Excellence in higher education 2001-2002: A Baldrige-based guide to organizational assessment, planning and improvement*. National Association of College and University Business Officers.
- Ruben, B. D. (2000). *Excellence in higher education 2000: A guide to organizational assessment, planning and improvement*. National Association of College and University Business Officers.
- Tromp, S. A., Warner, D. D., Ruben, B. D., & Waldman, D. (1997). *Process improvement in higher education*. Kendall-Hunt.
- Ruben, B. D. (1995). *Quality in higher education*. Transaction/Routledge.
- Ruben, B. D. (1994). *Tradition of excellence: Higher education quality self-assessment guide*. Kendall-Hunt.

## Book Chapters

- Ruben, B. D. (forthcoming, 2026). Leadership competencies for department chairs. *Colleague to Colleague: Just in time advice for department leaders*. C. R. Chambers, A. Muhammad, and E. Gomez (Eds.) SUNY Press.
- Gigliotti, R.A., & Ruben, B. D. (2025). Leadership communication and social influence. *The Routledge handbook of organizational leadership communication* (J. Guowei and G. Fairhurst, (Eds.) Taylor & Francis, 132-142, DOI: 10.4324/9781003380115-12
- Ruben, B. D. (forthcoming, 2026). Leadership competencies for department chairs. *Colleague to Colleague: Just in time advice for department leaders*. C. R. Chambers, A. Muhammad, and E. Gomez (Eds.) SUNY Press.
- Ruben, B. D., Mahon, G. M., & Shapiro, K. (2022). Academic leader selection, development, evaluation, and recognition: Four critical higher education challenges. *International perspectives on leadership in higher education. International perspectives on higher education research*, Vol 15, In A. Blair, D. Evans, C. Hughes, & M. Tight (Eds.). Emerald, 115-138.
- Gigliotti, R. A., Ruben, B. D. & Goldthwaite, C. (2021). Organizational excellence in academic health: A systematic approach to continuous improvement. In R. A. Gigliotti & C. Goldthwaite (Eds.), *Leadership in academic health centers: Core concepts and critical cases*. Kendall Hunt, 145-168.
- Ruben, B. D., Goldthwaite, C., Gigliotti, R. A. &. (2021). Leadership and communication connections in academic health: A guide for strategic communication and difficult conversations. In R. A. Gigliotti & C. Goldthwaite. (Eds.), *Leadership in academic health centers: Core concepts and critical cases*. Kendall Hunt, 59-76.
- Goldthwaite, C., Gigliotti, R. A., & Ruben, B. D. (2021). Designing and leading contexts for change in academic health. In R. A. Gigliotti & C. Goldthwaite. (Eds.), *Leadership in academic health centers: Core concepts and critical cases*. Kendall Hunt, 109-132.
- Ruben, B., & Gigliotti, R. (2020). Organizational communication. In M. David, & M. Amey (Eds.), *The SAGE encyclopedia of higher education* (Vol. 1). Sage, 1126-1131. <https://www.doi.org/10.4135/9781529714395.n418>
- Ruben, B. D. (2019). An overview of the leadership competency framework. In R. Gigliotti. (Ed.), *Competencies for effective leadership: A framework for assessment, education and research*. Emerald, 19-28.
- Ruben, B. D., & Gigliotti, R. A. (2019) The role of communication theory in leadership. In B.D. Ruben & R.A. Gigliotti. (Eds.), *Organizational Communication*. In M. E. David & M. J. Amey. (Eds.), *The SAGE Encyclopedia of higher education*, 5. Sage.
- Gigliotti, R. A., & Ruben, B. D. (2019). A two-dimensional approach to preparing leaders. In Ralph A. Gigliotti. (Ed.), *Competencies for effective leadership: A framework for assessment, education, and research*. Emerald, 29-38.
- Ruben, B. D., Immordino, K. M., & Tromp, S. A. (2009). Applying business insight and strategy within the academy: An idea whose time has come. In J. Knapp & D. Siegel. (Eds.), *The business of higher education*. Praeger, 225-263.
- Connaughton, S. L., & Ruben, B. D. (2005). Millennium leadership Inc: A case study of computer and internet-based communication in a simulated organization. In P. Zemliansky & K. St. Amant (Eds.), *Internet-based workplace communications: Industry and academic perspectives* (pp. 40-67). Idea Group. Reprinted in S. Kelsey & K. St. Amant (2008). *Handbook of research on computer mediated communication. (1)*. Idea Group, 146-166.

- Doerfel, M. L. & Ruben, B. D. (2002). Benchmarking in higher education: Becoming more adaptive, innovative and interactive organizations. In J. Schuh & B. Bender. (Eds.), *Benchmarking in Higher Education*, Jossey-Bass, 5-26.
- Ruben, B. D. (1995). Defining and assessing “quality” in higher education: Beyond TQM. In B. D. Ruben. (Ed.), *Quality in higher education*. Transaction, 157-171.
- Ruben, B. D. (1995). The quality approach in higher education: Concepts and context for change. In B. D. Ruben. (Ed.), *Quality in higher education*. Transaction/Routledge, 1-34.
- Ruben, B. D. (1995). What students remember: Teaching, learning and human communication. In B. D. Ruben. (Eds.), *Quality in higher education*. Transaction/Routledge, 189-199.

## Refereed Articles

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*Integrating the Malcolm Baldrige Framework with the Standards and Language of Accreditation: Excellence in Higher Education.* Annual Conference of the National Association of College and University Business Officers, Baltimore, MD, July 2005.

*The Impact of Self-Assessment on Organizational Learning and Change Phase II: A Longitudinal Study of the Impact of the Baldrige/Excellence in Higher Education Program at Rutgers University* (with Stacey L. Connaughton and Travis L. Russ). Annual Conference of the National Consortium for Continuous Improvement in Higher Education, Baltimore, MD, July 2005.

*The Challenge of Excellence: Reframing the Mission of Higher Education.* Keynote address. First International Conference on Integrative Excellence in Higher Education, Sheffield Hallam University, Sheffield, England. June 2005.

*Organizational Self-Assessment: A Robust Tool for Addressing Challenges Facing Higher Education.* Annual Conference of the Canadian Association of University Business Officers Association, June 2005.

*Excellence in the Classroom and Beyond,* University Lecture, Penn State University, State College, April 2005.

*Assessing Organizational Development and Improvement Initiatives: Rationale, Methods, and Outcomes.* University of Wisconsin-Madison, Wisconsin Center for Post-Secondary Education (WISCAPE), March 2005.

*Leading Organizational Change: Strategic Planning that Works.* University Lecture, University of Cincinnati, March 2005.

*Academic Leadership and Communication: No Greater Opportunity; No Greater Challenge.* University of Ulster, Conference on Academic Leadership, Coleraine, Northern Ireland, October 2004.

*Pursuing Excellence in Higher Education: The Rutgers University Approach to Organizational Development and Leadership.* National webcast sponsored by the National Association of College and University Business Officers, Washington, DC, September 2004.

*What Impact Does the Baldrige/Excellence in Higher Education Self-Assessment Process Have on Institutional Effectiveness? Preliminary Research Findings.* (with Stacey L. Connaughton, Kathleen Immordino, and Joseph M. Lopez). Annual Conference of the National Consortium for Continuous Improvement in Higher Education, Milwaukee, WI, July 2004.

*Strategic Planning That Works.* Annual Conference of the National Association of College and University Business Officers, Milwaukee, WI, July 2004.

*Core Values and Organizational Transformation: Pursuing: A New Vision of Excellence.* Senior Staff Conference, University of Ulster, Belfast, Northern Ireland, May 2004.

*Excellence in Practice: Eight Challenges Facing Higher Education,* Keynote Address, President's Retreat on Leadership Engagement, Cornell University, February 2004.

*Leadership in Difficult Times.* Academic and Administrative Leadership Group, Texas State University, San Marcos, TX, October 2003.

*Fundamental Challenges Facing Higher Education.* University Lecture Series, Texas State University, San Marcos, TX, October 2003.

*The Faculty Is the University,* Institute for Excellence in Teaching and Learning, Texas State University, San Marcos, TX, October 2003.

*Toward a New Vision of Excellence in Higher Education.* Senior Staff Conference, University of Ulster, Belfast, Northern Ireland, May 2003.

*A New Vision of Excellence in Higher Education: The Critical Role of the Business Officer.* National Association of College and University Business Officers, Nashville, July 2003.

*The Rutgers Excellence in Higher Education Program: 2002 Update and Lessons Learned.* National Association of College and University Business Officers, Vancouver, July 2002.

*The Rutgers Excellence in Higher Education Assessment Framework: A Comparison with the Baldrige, North Central Accrediting Association (AQIP), and Middle States Accrediting Association Frameworks.* National Consortium for Continuous Improvement in Higher Education (NCCI), Vancouver, July 2002.

*Higher Education Continuous Improvement Trends and Programs.* Council of Higher Education Management Associations (CHEMA), Quebec City, May 2002.

*Higher Education Effectiveness: Corporate Techniques in Educational Planning.* Center for the Advancement of Postsecondary Education Lecture Series, University of Wisconsin-Madison, April 2002.

*Advancing Service Excellence and Improving Campus Culture: Implications for the Core Mission.* Keynote Lecture, University of Wisconsin Quality Showcase, University of Wisconsin-Madison, April 2002.

*Organizational Assessment, Planning and Improvement: Integrating Academic and Administrative Perspectives,* Holy Family College, Philadelphia, April 2002.

*Baldrige-Based Approaches to Academic Assessment and Planning,* Miami University, February 2002.

*Baldrige-Based Approaches to Academic Assessment and Planning,* University of Cincinnati, February 2002.

*Why Do Bad Things Happen to Good Initiatives: Understanding and Managing Organizational Change,* National Association of College and University Business Officers, Chicago, March 2002

*Confessions of a Converted Cynic.* Administration Planning Retreat, Kent State University, September 2001.

*A Vision for Change: Strategies for Promoting Change at Rutgers.* National Association of State Universities and Land-Grant Colleges, Atlanta, June 2001

*Applying the Framework to Academic and Administrative Assessment and Planning. An Introduction.* Baldrige Goes to College Conference, Sponsored by the W.K. Kellogg Foundation, New Brunswick, NJ, June 2001

*Managing Organizational Change.* National Association of College and University Business Officers, Denver, October 2000.

Keynote Address: Reflections on the Ivory Tower, National Consortium for Continuous Improvement in Higher Education-California State University System Higher Education Quality Conference, San Francisco, November 2000.

*Excellence in Higher Education: A Baldrige-Based Approach to Organizational Assessment, Planning, Leadership and Development-Overview and Results.* Eastern Association of College and University Business Officers, Boston, October 2000.

*Toward a Balanced Scorecard for Higher Education.* Central Association of College and University Business Officers, Orlando, October 2000.

*Excellence in Higher Education, A Baldrige-Based Approach to Assessment, Planning, and Organizational Development: Update.* National Association of College and University Business Officers, Chicago, July 2000.

*Strategic Planning and Measurement in Higher Education*. University of California-Berkeley, September 2000.

*The Ivory Tower-2000: Images, Ironies, Opportunities*. Keynote video address at the International Convention on Quality in Higher Education 2000, Republic of Mauritius, July 2000.

*Challenges and Opportunities for Information and Guest Services Professionals*, Annual Conference Keynote Address, Rutgers University, New Brunswick, June 2000.

*The Ivory Tower-2000: Images, Ironies, Opportunities*. Daniel Gorenstein Memorial Lecture, Rutgers University, Apr 2000.

*The Baldrige in Higher Education: The Rutgers Case*. National Quality Education Conference, Atlantic City, NJ, October 1999.

*Excellence in Higher Education: An Approach to Leadership Development* (with Sherrie Tromp), Kellogg Foundation, Leadership for Institutional Change. Olympia, WA, July 1999.

Mission-to-Measures: An Approach to Performance Measurement, National Association of College and University Business Officers (NACUBO), San Antonio, TX, 1999.

*The Rutgers Higher Education Assessment Program*. University of California-Berkeley, October 1998.

*Change in Higher Education*. Kellogg Foundation Mid-Atlantic Conference on Leadership for Institutional Change. Rutgers University, New Brunswick, October 1998.

*Succeeding at Work: Skills and Competencies Needed by College and University Graduates in the Workplace* (with Jocelyn Williams). Higher Education-Corporate Quality Forum, University of Wisconsin-Madison, October 1998.

*Rutgers' "Excellence in Higher Education" Assessment Program: A Baldrige-Based Framework for Colleges and Universities*. National Association of College and University Business Officers (NACUBO), Las Vegas, July 1998.

*Physician-Patient Communication Issues in the Diagnosis and Treatment of Migraine Patients*. Glaxo Wellcome National Physician Forum. Orlando, February 1998.

*Leadership in Higher Education Quality Programs. New Questions; Better Answers Require*. Conference on Higher Education Quality and Planning, Pennsylvania State University, April 1998.

*The Malcolm Baldrige Organizational Assessment Framework: A Tool for Organizational Intervention and Learning*. Organizational Psychology Colloquium Series, Graduate School of Applied and Professional Psychology, Rutgers University, March 1998.

*Leadership, Communication and Quality*. Hubert Humphrey Fellows Program. Bloustein School of Public Policy, Rutgers University, February 1998.

*Baldrige on Campus: The Excellence in Higher Education Approach to Quality Self Assessment, Strategic Planning and Improvement in Higher Education*. University of North Carolina-Chapel Hill, October 1997.

*The Malcolm Baldrige Organizational Assessment Framework: A Tool for Assessment, Strategic Planning, and Organizational Learning*. Faculty of Management Colloquium Series, School of Business, Rutgers University, November 1997.

*Excellence in Higher Education: Quality Self Assessment, Strategic Planning and Improvement in Higher Education*. Howard University, October 1997.

*Excellence in Higher Education: A Baldrige-Based Approach to Quality Self Assessment, Strategic Planning and Improvement in Higher Education. The Milestone University Case*. American Association of Higher Education, Washington, DC, September 1997.

*Succeeding at Work: Skills and Competencies Needed by College and University Graduates in the Workplace.* (with J. Williams). The Conference Board, New York, November 1997.

*Provider-Patient Communication Issues and Skills in the Smoking Cessation Treatment.* Glaxo Wellcome National Speakers Symposium. Columbia, MD, 1997; Arlington, VA, 1997; Charleston, WVA, 1997.

*Physician-Patient Communication in the Treatment of Migraine Patients.* Glaxo Wellcome National Speakers Symposium. Orlando, 1997; Phoenix, 1997.

*Excellence in Higher Education: A Baldrige-Based Approach to Quality Self Assessment, Strategic Planning and Improvement in Higher Education – A Progress Report* (with J. Lehr). American Association for Higher Education, Higher Education Quality Coordinator's Network, Orlando, February 1997.

*University Leadership Opportunities for the Field of Communication: The Case of Rutgers QCI – The Rutgers Program for Organizational Quality and Communication Improvement.* (with J. Lehr). Speech Communication Association/Association of Communication Administrators, San Diego, November 1996.

*The Quality-Communication Linkage: A Critical Relationship for Higher Education.* Ford Motor Company-University of Texas Symposium, Dearborn, MI, May 1996.

*Higher Education Quality Initiatives: The Communication Challenge.* Business-Higher Education Total Quality Forum, Pittsburgh, March 1996.

*Communicating Quality: Lessons and Successes.* New Jersey Quality Roundtable, Trenton State University, Trenton, NJ, April 1996.

*Higher Education Planning and Assessment: Uses of the 'Tradition of Excellence.'* American Association of Higher Education, State Tech College, Memphis, January 1996.

*The Quality-Communication Linkage: A Critical Relationship for Higher Education.* Ford Motor Company-Wayne State University Symposium, Detroit, October 1995.

*A Baldrige-Based Approach to Higher Education Self-Assessment, Strategic Planning and Quality Improvement.* (with B. Bury, J. Lehr and M. Rison). American Association of Higher Education, Boston, June 1995.

*A Comprehensive Approach to Quality in Higher Education.* National Conference on Quality and Retention, New York, July 1995.

*Tradition of Excellence: Baldrige-Based Assessment of Higher Education Quality.* New Jersey Higher Education Roundtable, Pemberton, NJ, February 1995.

*The Faculty Role and the Culture of Higher Education: Implications for Quality Initiatives in Higher Education.* The Conference Board, New York, July 1995.

*Critical Dimensions in Health Care Encounters from the Patient Perspective: The Role of Interpersonal Communication Sensitivity and Skill.* Association of Schools of Allied Health Care Professions, Orlando, FL, November 1992.

*What Students Remember: Teaching, Learning, and Human Communication.* Keynote Address. Rutgers University Teaching Assistant Orientation, New Brunswick, NJ, August 1992.

*The College Health Service Experience: What Patients Remember* (with N. Guttman and D. Christensen). International Communication Association, Miami, FL, May 1992.

*Intercollegiate Consortium-Building for HIV/AIDS Education – Communication Strategies and Outcomes: A Progress Report* (with W. David Burns, Fern Goodhart, Jeff Gould and Nurit Guttman). Third Annual University of Kentucky, Health Communication Conference, Lexington, KY, April 1992.

*Stories Patients Tell: The Role of Interpersonal Communication In Patients' Narratives On Memorable Health Care Encounters And Experiences.* International Communication Association, May 1991, Chicago. ERIC No. ED 334626, May 1991.

*Building Effective Client and Colleague Relationships: Lessons from Patients, the Literature, and the Pet Shop.* Mid-Atlantic College Health Association, Pittsburgh, PA, October 1990.

*Physician-Patient Communication: The Literature and Its Implications.* West Virginia Medical School, Morgantown, WV, August/September 1990.

*System-Theoretic Approaches to Understanding the Communication-Information Relationship* (with H. Mokros). International Communication Association, Dublin, June 1990.

*Common Terms in Definitions of Communication and Information: The Ties That Bind* (with J. Schement). International Communication Association, Dublin, June 1990.

*Psycho-Social Issues and Barriers in Communication: Special Reference to Caregiver-Patient Communication with International Students.* Health Care of International Students, New Brunswick, NJ, January 1990.

*The Communication-Information Relationship: A System-Theoretic Perspective.* American Society for Information Science. Washington, DC, November 1989. Abstracted in the *Proceedings of the 1989 Annual Conference of the American Society for Information Science*, 26, 1989.

*Intercultural Communication Competence in Systems Perspective* (with Y. Y. Kim). Speech Communication Association, San Francisco, CA, November 1989.

*Understanding and Managing the Bases of Organizational Influence: Institutional, Personal and Situational Power.* American Hospital Association, National Society for Patient Representation and Consumer Affairs, Phoenix, AZ, October 1989.

*Communication Between Caregiver and Patients in University Health Care Environments.* American College Health Association. Washington, DC, May 1989.

*Communication Competence in Intercultural Contexts.* Speech Communication Association, New Orleans, LA, November 1988.

*Physician-Patient Communication: Concepts and Skills.* Physicians' Seminar at Columbia FreeState Health System. Timonium, MD, September 1988.

*Caregiver-Patient Communication in University Health Care Environments.* Mid-Atlantic College Health Care Association, Lambertville, NJ, July 1988.

*Redefining the Boundaries of Graduate Education in Communication, Information, and Library Studies: Theoretical and Practical Considerations.* Association for Library and Information Science Education, Chicago, IL, January 1987.

*Health Information, Education and Prevention: A National Survey of Public Knowledge About Digestive Health and Disease.* (with G. C. Kreps, M. W. Baker, and S. W. Rosenthal). International Communication Association, Honolulu, May 1985.

*Patient Relations for Psychiatric Hospitals: An Overview* (with J. Bowman). Second Annual Symposium of the Carrier Foundation and the National Association of Private Psychiatry Hospitals, Princeton, NJ, September 1985.

*Changing Perspectives on the Communication Field: The View From Within and That From Without.* Eastern Communication Association, Providence, RI, May 1985.

*Dimensions of Intercultural Adaptation: Culture Shock, Personal Adjustment, and Communication Competence.* Eastern Communication Association, Providence, RI, May 1985.

*Having It Both Ways in Organizational Communication: Queen Christina's Chair* (with L. C. Lederman, T. Hunt, and G. L. Kreps). International Communication Association, Honolulu, May 1985.

*Instructional Simulation Helps Public Relations Students to Understand Roles in Organizational Communication* (with T. Hunt, L. C. Lederman, and G. L. Kreps). Association for Education in Journalism and Mass Communication, Memphis, TN, August 1985.

*Public Perceptions of Digestive Health and Disease: Lack of Knowledge, Misinformation, and Myth*. Scientific Meetings of the American Association for the Study of Liver Diseases, American Gastroenterological Association, American Society for Gastrointestinal Endoscopy, Gastroenterology Research Group, and Society for Surgery of the Alimentary Tract, New Orleans, May 1984.

*Communication, Culture, and Cross-Cultural Communication: Propositions Toward a System-Theoretic Perspective—Preliminary Draft*. Speech Communication Association, New York, NY, November 1980.

*Stress, Interpersonal Communication and Assertiveness: Machine-Guns, Marshmallows, and Target Shooters*. Eastern Communication Association, Philadelphia, PA, April 1981.

*Cross-Cultural Adaptation and Training: The Bell Canada-Saudi Arabia Orientation Program*. Presented to Bell Canada, Toronto, July 1980.

*Culture Shock: The Skull and the Lady—Reflections on Cross-Cultural Adjustment and Stress*. Society for Intercultural Training, Education, and Research, Mt. Pocono, PA, March 1980.

*Efficacite Interculturelle: Apercu General* (with L. R. Asking and D. J. Kealey). Presented to the Canadian International Development Agency, Ottawa, Ontario, 1978.

*The Undergraduate Convention as a Communication Instruction Methodology* (with W. R. Todd-Mancillas and M. W. McBride). Eastern Communication Association, Ocean City, MD, March 1978.

*Communication, Systems, and Simulation II* (with L. C. Lederman). Eastern Communication Association, Ocean City, MD, March 1978.

*Cross-Cultural Effectiveness: Interpersonal and Group Communication Dimensions* (with L. R. Askling, and D. J. Kealey). Society for Intercultural Education, Training, and Research, Chicago, February 1977.

*A Sociology of Knowledge for Communication: Directions and Implications for a Method of Inquiry* (with J. M. Wiemann). Speech Communication Association, San Francisco, CA, December 1976.

*Communication, Systems, and Conflict*. Eastern Communication Association, Philadelphia, PA, March 1976. Abstracted in *Resources in Education*, October 1976.

*The Academic Convention: Notes Toward an Evaluative Framework* (with Gregory S. Andriate). International Communication Association, Chicago, IL, April 1975. In *Resources in Education*, ED111032, January 1976.

*Human Communication and General Systems Theory: Provocations* (with J. Y. Kim). Northeast Division of the Society for General System Research, New York, NY, October 1973.

*The Machine-Gun and the Marshmallow: Some Thoughts on the Concept of Communication Effectiveness*. Western Speech Association, Honolulu, November 1972.

*Communication Education: Bastard Child and Intellectual Frankenstein* (with R. W. Budd). International Communication Association, Atlanta, GA, April 1972.

*Family Television Behavior: Report I.* National Association of Broadcasters Research Grant (with A. D. Talbott), Spring 1970.

*Family Television Behavior: Report II.* National Association of Broadcasters Research Grant (with A. D. Talbott), Spring 1970.

*Producer and Viewer: The Television Program Interface* (with A. D. Talbott and M. S. MacLean, Jr.). International Communication Association, Minneapolis, May 1970.

*A Bibliography of Self-Instructional Learning Materials for Journalism and Communication Education.* Institute for Communication Studies, University of Iowa, Iowa City, IA, May 1970.

*The Communication System Simulation: An Overview* (with A. D. Talbott). Second Annual Higher Education Colloquy on Leadership Development and Human Relations Training, Iowa City, February 1970.

*Communication Training Through Simulation: Early Formulations* (with A. D. Talbott). National Society for the Study of Communication, Cleveland, April 1969.

*Patterns of Orientation Toward Television: An Exploratory Study* (with A. D. Talbott and M. S. MacLean, Jr.). National Society for the Study of Communication, Cleveland, April 1969.

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